

# Human Capital Plan





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## Human Capital Plan Introduction

The Human Capital Plan (HCP) is the component of the Northwest One Revitalization Initiative which describes and formalizes, the goals and objectives essential for residents to achieve self reliance and an improved quality of life. The HCP responds directly to residents’ needs as those needs have been identified based upon a sample survey conducted in May 2005 and augmented by data from District of Columbia public agencies. The HCP is tailored to the assets and challenges of the Northwest One Community, it builds on the assets and the existing resources supporting neighborhood r  
greater Washington, DC community.

The HCP recommends an operating strategy which, if adopted can be used to oversee implementation and which can improve the formal and the informal support networks for residents. The HCP provides an order of magnitude cost for program design and operation, plan management, evaluation and reporting.

A public engagement process that included, information gathering and data collection from a series of small group public meetings, town hall meetings, focus groups and one-on-one meetings with stakeholders, coupled with surveying, research and data assessment strongly suggests six areas of emphasis critical to strengthening the human capital and consequently the social capital of the revitalized community. The improvement areas drawn from the information gathering and the public engagement processes are: 1) Economic Opportunity; 2) Education and Recreation for All Ages; 3) Safety and Security; 4) Physical and Mental Health; 5) Senior Programming; and, 6) Community based Technology.

The human capital development program and integrated operating strategy set forth in the HCP addresses these improvement areas proposing overall goals, activities to support success and objectives to measure progress on the road to achieving the goals. The HCP provides a vehicle for the District of Columbia public sector, with the private and the philanthropic sectors to strengthen individuals and families at risk in conjunction with the revitalization of the physical, social and economic infrastructure of distressed communities. The HCP proposes capacity and self-reliance building activities phased over 5 years that can be coordinated with the initial phases of the physical revitalization to assure congruence between the changing community and the changes necessary for the returning residents to thrive in their new environment.

## The Human Capital Findings

### A. Need

The New Communities Initiative targets neighborhoods struggling with high unemployment, lack of job opportunities, poor education and concentrated poverty. The first area targeted by the New Communities Initiative, Northwest One, includes housing at the Sursum Corda Co-Operative, Golden Rule Town Homes, the Golden Rule Apartments, Temple Courts and Tyler House, which represent approximately 920 households.

Northwest One residents participated in a neighborhood survey to gather specific information on the strengths of and challenges facing residents. Over 20% of the heads of households (262 households) in the targeted area completed the survey. The following charts provide basic demographic data for the Northwest One households based upon survey responses and 2000 Census information:

## Northwest One Average Household Income

Household Income Levels	Percentage of all households
Less than \$5,000	30%
\$5,001 - \$10,000	23%
\$10,001 - \$20,000	24%
\$20,001 - \$30,000	13%
\$30,001 - \$40,000	3%
\$40,001 - \$50,000	1%
Over \$50,000	1%
Did not respond	5%

## Northwest One Average Household Size

Housing Complex	Average Household Size
Golden Rule Town Homes and Apartments	2.1
Sursum Corda	5.1
Tyler House	2.7

The U.S. Department of Health and Human Services (HHS) defines poverty for a family of four at \$19,350. Based on these guidelines, over 60% of Northwest One’s residents are living at or below poverty. 39% of the residents are under the age of 18 and 20% of the population is over the age of 60. Over 40% of the households surveyed are headed by single mothers.

The demographics of the targeted communities suggest that the purchasing power of the average worker has decreased and without a high school education, many of these households are facing the risk of poverty. The unemployment rate for the area is 21.1% while the comparative rate for the District of Columbia is 7.7%. 33% of residents that completed the neighborhood survey described their employment status as retired or disabled. The educational attainment demographics of the residents participating in the survey which are reasonably reflective of the demographics of the entire adult age population make it unlikely that there will be widespread economic mobility without significant education and training interventions.

## Educational Attainment Levels (2005 Neighborhood Survey)

No high school degree	38%
High school degree/GED	42%
Some post-secondary education	18%
Bachelor of Arts degree	2%

The U.S. Department of Labor recently released the following data regarding educational attainment and salaries:

## Comparing Median Annual Salaries for Men and Women With Less than a 12th Grade Education Level 1979/2002 (US Department of Labor 2005)

Gender	1979	2002
Men	\$30,056	\$21,892
Women	\$18,096	\$16,796





Just completing the 12th grade or obtaining a GED improves a worker’s earning power as demonstrated by the following chart:

**Comparing Median Annual Salaries for Men and Women With a High School Education 1979/2002 (US Department of Labor 2005)**

Gender	1979	2002
Men	\$36,764	\$32,032
Women	\$23,868	\$22,048

As has been the fate of urban corridors throughout the U.S., the Northwest One Community has seen a precipitous decline in housing stock and retail shops. Economic opportunities have dwindled, limiting employment possibilities and the high density of poverty has created an environment that invites criminal activity. Without an infusion of resources and significant collaboration between public and private stakeholders, Northwest One can be expected to either continue its decline or undergo the gentrification that many neighborhoods in Washington, D.C. have experienced. Market driven gentrification without securitizing housing and services for low to moderate income households will push out those families.

**B. Current Resources**

The District of Columbia demonstrates a deep commitment to supporting children, youth, families and seniors evidenced by the vast number of programs and services developed, implemented and or supported by City agencies. The DC Department of Employment Services has a number of “one stop shop” service centers designed to support residents seeking gainful employment. These services include a City wide apprenticeship program, providing individuals with an opportunity to work inside of public agencies, social service organizations and private corporations with the possibility of employment at the end of the training. The Department of Employment Services also supports youth professional development through job training, actual employment and mentorship programs that include: the Mayor’s Leadership Institute, Summer Youth Employment and the Youth Opportunities Program.

The Department of Human Services has a comprehensive database of service providers and links to agencies that support a wide array of needs that will be invaluable to the strategic human capital building activities in the HCP. The District public agencies have a wealth of resources that are supporting families. The District is also sponsoring several strategic planning efforts to look at the current state of affairs for services to neighborhoods so that resources can be more effectively allocated.

There are however a number of areas where services are either unavailable or, if available there is a disconnect between access and delivery. Given the enormity of the service need of significant parts of the District population such disconnects are not out of the ordinary. Looking carefully at the service delivery system in a defined geographical area, as is the case with the development of the Human Capital Plan for Northwest One provides an opportunity for testing revisions to the district wide service delivery system to provide for more effective program design and service delivery.

**The Transformation**

**A. Human Capital Plan Improvement Goals, Activities and Objectives**

The Human Capital Plan improvement goals mirror the priorities identified by residents during public meetings, focus groups and on the surveys. The approach outlined for achieving the goals is comprehensive, with linkages to skilled providers of the services essential to attaining the plan’s overall goals. The HCP sets forth a series of attainable, measurable objectives related to each recommended activity. Measuring success on the objectives also provides a tool for continuous improvement of the HCP, the implementation process and the program management. The six priority improvement goals for Northwest One are:

- Increase economic opportunities for residents with a low to moderate average skills base
- Improve education and recreation opportunities for all age groups within the targeted area
- Improve safety and security
- Increase community physical and mental health outreach and services

- Improve outreach and programming for senior citizens
- Provide community wide access to technology

The activities suggested to carry out each objective are:

**1. Increasing Economic Opportunity**

**Adult Education, Training and Employment Opportunities**

National data regarding employment points to the use of a “place based employment support” system as the most effective approach to moving adults with a low skills base or a spotty work success record to sustained employment. While many services do not require place-based support, employment services, require intense follow up and unless those services are provided nearby, residents have difficulty making appointments, getting to training, meeting with job counselors, all steps toward long term success that must be mastered by residents in order to get and maintain a job.

The Corporation for Supportive Housing (CSH) reported in A Concept Paper for Place-Based Employment Initiative (1998) that, if communities are to be assisted out of poverty, it will be necessary to cross service, funding and bureaucratic disciplines and to integrate resources on the neighborhood level. We reaffirmed for ourselves that the case management model of integrating resources for people (i.e. providing services) is an effective way for programs to develop trusting, long-term relationships with community residents in order to help them, and that case management service models are most easily and effectively implemented at the community level.

The provider of the employment services must operate directly in the community or be willing to place a satellite office in the community. The provider of the employment services should be selected based upon, among other things, the number of its relationships with other agencies who provide services around the elimination of barriers to gainful employment. An employment services provider that has relationships with and a demonstrated record of partnering with providers of auxiliary services important to long term employment success, brings together a team of resources rather than the single resources of the individual provider or the more scare new resources of the new HCP activities.

The selected service provider would ideally demonstrate success in the following range of services, either alone or in partnership with companion agencies:

- A record of successfully placing individuals with employers; and positive relationships with an array of employers
- Providing employment services to individuals with serious disabilities, economically or culturally disadvantaged, in transition to the community following judgment for a criminal offense and those devastated by sudden job loss.
- Supporting residents in work by providing or monitoring the provision of strong case management and follow-up
- Providing World of Work skills training, job coaching, vocational skill training
- Partnering with existing community resources to provide support services eliminating barriers to gainful employment (i.e. substance abuse, transportation, child care)

**Adult Education, Training, Employment Outcomes:**

Outcome 1: A minimum of a GED for 90% of all work able adults over five years

Outcome 2: Decreasing unemployment rate to 12% over five years

Outcome 3: Increasing the average earnings for working poor residents to living wage levels over 5 years

**Individual Development Accounts**

Individual Development Accounts (IDA) requires participants to save a designated amount each month which is set aside in a custodial account and each dollar saved is matched. Each participant must identify an approved savings goal. Depending upon the age of the participant, the asset varies from a home to home repair to an automobile or a small business. 40% of the households surveyed in Northwest One are interested in home ownership and 28% are interested in owning their own business. The accounts are directly linked to employment and provide residents with the financial literacy necessary to build financial stability.

Benefits that have been demonstrated in pilot programs include:

- increased commitment and interest in the quality of participant’s neighborhoods
- safer communities by reducing school dropouts, juvenile delinquency and domestic violence
- increased home values of 8% to 12%





- accumulation of and intergenerational transfer of assets
- increased knowledge and experience in managing family economics
- increased number of low to moderate income people who achieve homeownership in targeted areas
- enhanced network of organizations and financial institutions serving low-income neighborhoods

A customized IDA program is particularly appropriate for Northwest One as an asset and financial building mechanism. Individual Development Accounts can be developed for both adults and youth, providing the building blocks for financial stability. Implementing a successful, multi-generational neighborhood based IDA Program in the target area will require the following:

- A feasibility assessment of -- existing organizational capacity to support a neighborhood based IDA operation
- Linking of a neighborhood based IDA concept to the existing Washington DC IDA structure through the designation of a local program manager
- Identifying permissible parameters for asset accumulation for adults and youth and setting the amount of the match

**IDA Outcomes:**

Outcome 1: 100 IDA accounts open over 3 years, with 25% of the accounts owned by neighborhood youth

Outcome 2: 5% of the existing households participating in an IDA program with home ownership as the saving goal (45 households)

Outcome 3: Five resident owned businesses in the community opened or expanded using IDA funds

**Entrepreneurship**

While there is little hard data to support recommending a set of activities designed to increase neighborhood based entrepreneurial activity, regular observation of the activities in the targeted neighborhoods strongly suggests a need for expanding such opportunities. Specifically, there is enormous foot traffic in the neighborhood but little street level, retail or scaled commercial outlets visible in the community. Reported unemployment is high, with the resultant low average household income levels yet there is vibrancy to the community that belies the distressed economic conditions. Finally a walk through the community discloses enormous internal enterprise from hair braiding to street corner clothing sales to neighborhood bar-b-q fundraisers to illicit drug sales. The obvious enterprise explains the gap between low average income and community vibrancy – residents do the business necessary to provide income for living.

A focus on entrepreneurial activities will be important to sustained revitalization in the targeted areas and appropriate supporting programs should be developed. Setting up a formal entrepreneurial enhancement program will require:

- Assessment of entrepreneurial opportunity—(neighborhood economic market study)
- Entrepreneurial training coupled with the D.C. public vocational education program, career academies, the community college and the University of the District of Columbia
- Small grants capitalization fund for neighborhood based entrepreneurial development

**Entrepreneurial Outcomes:**

Outcome 1: Two Neighborhood-based businesses per year for first 5 years

Outcome 2: Mentor protégé model for neighborhood entrepreneurship by year 2

Outcome 3: Certificate program for completion of studies in business/ entrepreneurial basics by year 2

**Youth Employment Program**

Providing an opportunity for young people to have a positive experience in the community where they live is essential to turning those youngsters into good citizens in their community. A proven successful approach to shifting the manner of engagement of youth in the community from no interaction at best and negative interaction at worst is to employ young people in their community, to do meaningful work, in a youth appropriate model. Northwest One ,with its relatively high incidence of youth violence would benefit from a neighborhood based Youth Employment program. The program is place based work, with strong leadership training and recreation components. The best programming of this type has a Youth Individual Development Account component including financial literacy training and it has a community service component, requiring that participants donate service hours to improving their community.

**Youth Employment Program Outcomes:**

Outcome 1: 25 youth between the ages of 13 and 19 employed in the neighborhood, with IDA accounts by year 1

Outcome 2: 20 youth who participate in the Youth Employment Program completing community improvement projects within the first 6 months after start in the program

**2. Improving Education and Recreation for All Ages**

The targeted communities are primarily served by three public schools –Walker Jones Elementary, Terrell Middle and Dunbar High School. Approximately 1000 children and youth attend the neighborhood schools. While strongly neighborhood based, with many families having generational ties to the schools, the majority of Northwest One residents surveyed voiced overwhelming dissatisfaction with the performance of the local schools. Residents stated that they had positive interactions with the school staff but acknowledged that the children, in many instances their own children, were not adequately learning, nor were they performing well in academic testing. Parents also expressed frustration with the lack of constructive programs after school, on weekends and during the summer to increase the academic performance of students and to provide constructive supervised activities for the youth of the community.

In the public meetings many residents expressed frustration with the lack of academic rigor and solid academic achievement of the students. Residents expressed similar exasperation with the lack of recreational activities for children, youth and young adults although they did not directly connect that need to the schools. The hard data on the neighborhood school performance is alarming. None of the three schools in the targeted area feeder system are considered meeting local or federal performance standards. Using the No Child Left Behind gauge, all three schools have consistently failed for the last three years to meet Adequate Yearly Progress.

**Academic Achievement**

School	Year: 2004		MET AYP	
	Reading (% Proficient)	Math (% Proficient)	Acad. Target	Safe Harbor
Walker Jones Elementary	25.98%	35.83%	NO	NO
Terrell Middle	16.48%	16.30%	NO	NO
Dunbar High School	15.47%	31.41%	NO	N/A
All Elementary Schools	45.78%	55.01%	NO	
All Secondary Schools	30.93%	38.27%	NO	
BOE Charter Schools	31.95%	33.28%		
Public Charter Schools	40.10%	54.65%		

Most challenging to the revitalization efforts is the ongoing out-migration of students from the neighborhood schools to other school choices. Of the roughly 1000 children and youth in the targeted area approximately 10% of students attend 38 other elementary, middle and high schools with the number of students leaving the area for alternate school choices growing.

The May 2005 Declaration of Education, ratified by the District of Columbia school system provides the framework for the establishment of community-based, school-linked approach to education and recreation for all. This approach utilizes existing school houses as a comprehensive resource. Under current District of Columbia school system plans, the Walker Jones, Terrell, Dunbar school feeder system is in line for physical renovation and as such the schools are prime candidates for physical and programmatic overhaul. Reconstituting the three school feeder system serving the targeted area into a community based enhanced school network serving as the hub of learning and recreational activities will require innovation in four major areas:





**Achievement focused education reform**

The D.C. school system reform approach as it is set forth in the District of Columbia Declaration of Education and the D.C. Education Compact is consistent with the best of such reform programs in the country. Approaches particularly important to the targeted area population might also include:

**a. Early childhood education**

Residents currently utilize many of the day care programs throughout the District. As the cost of child care increases and vouchers are slated only for the extremely poor, there is a growing need for gap programming and funding for quality early childhood education opportunities. A number of residents interested in income producing activities, from part-time employment to entrepreneurial endeavors, expressed an interest in early childhood learning and child care. Building a state of the art early childhood learning system is the first and some would argue the most critical step to improving the long term academic performance of youngsters and to reducing crime and violence in the community.

Given the number of residents who currently “watch” the children of the community, oftentimes without licenses and without developmentally appropriate facilities for young children, the opportunity for a strong home day care system that is linked to the public early childhood education system is enormous. By nurturing a home day care system, unlicensed and untrained child care providers can be nurtured and their resource capacity increased.

**b. Extended morning and evening school building hours**

Established research documents that positive and supportive before and after school programming leads to improved academic performance and a decrease in at-risk behavior by children and youth. In the Journal of Research in Childhood Education, researcher Douglas Powell (2002) examined the association between participation in out-of-school activities and academic achievement of low-income, ethnically diverse youth. Powell found that there is a positive relationship between frequency of participation in out-of-school activities and report card grades, especially among males.

For schools to serve as real hubs of learning, the operating hours must extend beyond normal hours to offer enhanced learning opportunities such as tutoring, arts, computer technology and team sports. Extending public school hours also offers newly working parents relief from the cost of such care while also providing enrichment activities for children.

In the quest for continuously improving academic achievement for children in low income communities, attention must also be given to strengthening the supportive systems that address the “whole child” and the “whole family”. Identifying a comprehensive and specific set of all of the kinds of services that might be essential to such support is nearly impossible. More important is recognizing the need for such a system and setting in place functional linkages between the school, home and the services network to rapidly address individual and family needs as they arise.

**C. Arts focused education partnerships**

The infusion of Arts into education is built on the premise, that the Arts can bridge differences among individuals of varying cultural, ethnic and socioeconomic backgrounds and the Arts can have a significant role in improving teaching and learning for youngsters from pre-school age through high school.

In 1999, The President’s Committee on the Arts and Humanities reported that “We engage in the arts, we ought to teach the arts, because that is part of what it means to be human. The arts are fundamental to communicating and understanding not only ourselves, but others.”

Arts education can be infused in the following ways:

- Arts Education – A community education model of instructing children, youth and adults in various aspects of arts education from set design to dance to media.
- Linkages to Arts Organizations – Existing arts organizations serve as educational resources to: local schools to support arts and academic achievement; health institutions to support arts in healing; local arts groups to support capacity building amongst the artistic community; senior facilities to support arts for all ages.
- Performance – Using performance as a parental and community engagement tool. When children perform, parents will come and those performances can serve as positive outreach to parents who typically do not engage in school or community functions.

**d. School based recreation activities**

In 2003, the St Louis Cardinals professional baseball team’s foundation St. Louis Cardinals Care developed the Red Bird Rookies program which connects little league baseball for children, with pro ball players, elementary schools, health providers and arts groups to provide families with a comprehensive recreational outlet. The Red Bird Rookies program organizes little league baseball and gives participants and their families, access to theatre performances, health screening, fitness and health education, and educational enrichment activities through community partnerships with mentorship organizations and the YMCA.

Ultimately, once the community demonstrates its willingness to partner in the development of youth recreation activities, the St. Louis Cardinals Care Foundation with the help of individual pro ball players builds a mini ball park on the grounds of the local elementary school. The Foundation covers the cost of constructing the ball field, field maintenance for three years, and provides uniforms and equipment for little league ball, at no cost to the neighborhood. To date, the Foundation has developed six mini ball parks in the St. Louis metropolitan area to serve thousands of children and their families.

With the recent launch of the District professional baseball team and the civic fervor with which the team has been received, an approach like Red Bird Rookies might have significant success providing supervised sports and green space development in the Northwest One Community.

**Achievement Focused Education Reform Outcomes:**

Outcome 1: Comprehensive early childhood education program by year 2

Outcome 2: Extended school and school building hours by year 2

Outcome 3: Private sector arts and recreation program partners to support arts and recreation programming for the schools and the families in the targeted areas

**Improved School Facilities with Enhanced Operating Structures**

**a. New Schools**

A remodeled or rebuilt physical plant for the operation of elementary, middle and high school operations at the neighborhood schools complex is imperative to enhance learning and to position schools as the hub and anchor of the revitalized community. The D.C. public school system, while an independent entity has joined the planning effort and has demonstrated a willing to work closely with the city and the community stakeholders.

**b. Integrated Technology**

Installing technology hardware and software systems is critical to creating a state of the art learning environment. Creating technological access at the school level for the entire community is the first step toward building technology into the fabric of the community. Coupling the installation of state of the art technology hardware and software with the physical revitalization of the neighborhood creates avenues for expanding the often times limited technology resources of the public school system. For example, putting a private and/or philanthropic sector technology fund in place to raise the resources to support the technology expansion in the neighborhood and linking the neighborhood technology hub or center to the neighborhood schools would increase the resources available to the schools for technology.

**Improved School Facilities Outcomes:**

Outcome 1: Physical reconstruction of Walker Jones, Terrell and Dunbar schools hub by year 4

Outcome 2: State of Art technology facilities and software to serve schools that is linked to a neighborhood technology center by year 4

**Learning and training facilities for adults within the school**

Providing technology based adult literacy and training programs is critical to increasing the number of adults ready, willing and able to work within the targeted community. Putting the technology based programming within the school building -- again, strengthening the school as “hub” concept, is even more effective as it returns adults to the schools for positive, non-threatening encounters. An effective Adult Training Program for the First New Communities should consist of three modules:





- Adult Basic Education to prepare adults for the GED examination
- Office Technology courses to provide basic computer literacy and moderate computer fluency
- Specialized training targeted to specific jobs

Students are enrolled in the specialized training with the goal of going to work with an employment partner at the end of the eight week period. U.S. Bank has joined as an employment partner with such initiatives in pilot projects in St. Louis and in Cleveland. Since the inception of the St. Louis model in 1999, 80% of the neighborhood residents have completed the training modules and have been employed by the bank. National City Bank and Dollar General utilize similar models.

Many of the adults that participate in the school based adult training program have children that attend the school. Daytime training at the school provides parents with access to their children during lunch hours and regular access to school staff. Parents that are not in the Adult Training Program are given access to the Computer Lab and email access to communicate with teachers regarding home work, academic performance and school functions. This is especially helpful to families without computer access in the home.

**Learning Facilities For Adults Outcomes:**

Outcome 1: Adult technology laboratory operating at the schools by year 1

**3. Safety and Security**

**Safety and Security Coordinator**

Safety and security are primary issues of concern for Northwest One residents. 75% of individuals surveyed identified crime and violence on the streets of the community as a problem. Analysis of raw crime data supports a conclusion that crime and violence have decreased overall in the neighborhood. Residents surveyed were encouraged by the decrease in crimes and violence, easily and readily attributing the decrease to increased neighborhood policing. Residents were generally complimentary about the level of police engagement and response. Residents were aware of the designation of the Northwest quadrant of the City as a “hot spot” and saw the designation, with the resulting increase in crime prevention resources as a big part of the reason for the decrease in criminal activity. Resident’s were equally aware that crime has also decreased throughout the city.

Northwest one is considered a part of the First Police District which ranks second, behind the Third District for high incidences of crime. Even with the increased neighborhood policing, and the clear reduction in crime resulting from the focused “hot spot” approach, when compared to other parts of the community like the Fourth District, Northwest One has a high incidence of crime across the board, as demonstrated by the chart below:

	First District		Fourth District	
	Year to Date Comparison		Year to Date Comparison	
Crime	Thru 12/03	Thru 12/04	Thru 12/03	Thru 12/04
Homicide	28	22	19	17
Sexual Assault	41	34	64	49
Robbery	837	639	529	418
Assault with a Deadly Weapon	670	569	437	401
Burglary	811	980	547	445
Theft	1,673	1,658	808	799
Theft from Auto	1,735	1,453	562	515
Stolen Auto	1,333	1,294	1,125	1,050
Arson	28	13	12	10
Total	7,156	6,662	4,103	3,704

To support long term, sustainable crime reduction, Northwest One should develop and implement a Safety and Security Plan, including the hiring of a Safety Coordinator. The Safety Coordinator would be responsible for:

- Coordinating neighborhood block groups
- Developing a safety program focused on the physical environment
- Developing and staffing a Security Task Force
- Outreaching to at-risk youth and developing community oriented programs that involve the local police
- Providing monthly progress reports, to the entire community
- Tracking current crime data and trends

The Safety Coordinator will develop a Safety and Security Task Force with the support of the partners to target safety and security issues affecting the neighborhood. The first responsibility of the Safety Coordinator will be engaging residents in planning to improve neighborhood security. Tasking residents with responsibility for monitoring and evaluating safety and security, increases community cohesion and creates common interest among diverse residents.

**Safety and Security Coordination Outcomes:**

Outcome 1: Creation of residents’ Safety and Security Task Force

Outcome 2: Increase resident call-ins to the Police Department by 15%

Outcome 3: Develop a block program along four (4) problem blocks

In addition to the hiring of a Safety Coordinator and developing the resident participation strategy, the physical environment of a neighborhood must be modified to encourage safety and to discourage illegal activity. Like many neglected urban communities, the First New Community has its share of absentee landlords and dilapidated housing. The failure of real estate owners and managers to keep the properties well maintained contributes to and invites crime. To improve crime long-term, there must be physical changes in the design and the maintenance of the properties.

**Physical Modification Outcomes:**

Outcome 1: Proper address markers installed on all housing units

Outcome 2: Decrease in nuisance violations related to problem properties

**Effective Prosecution – Neighborhood Justice Program**

A grassroots approach to crime prevention, focusing on a targeted geographical area that involves a long-term, proactive partnership among District agencies like the Office of the Attorney General/Prosecuting Attorney, the police department, public and private organizations and residents is the fastest way to crime reduction and to increasing the sense of safety in a community. The program would expand on the existing justice initiative that currently exists in the District. Residents know their neighborhoods best and the judicial system has the ability to improve the quality of life of a community based on resident knowledge, if there is a mechanism for sharing information between the two. The Neighborhood Justice Program seeks to identify and develop solutions to neighborhood specific crime issues. The program is guided by prosecution, problem solving and prevention.

The program has several necessary components to making the initiative successful:

- Full-time, five days a week prosecuting attorney placed in the community
- A City Counselor assigned to the neighborhood at minimum one day a week
- Develop strategic plan for law enforcement efforts and prioritizing areas of interest and persons of interest in terms of the quality of life of the community
- Establish a system of communicating with the community
- Community input on pending felony and misdemeanor charges and identifying neighborhood problems
- Continuous evaluation of crime statistics and the program

**4. Physical and Mental Health**

During the recent survey of Northwest One, surveyors found that over 95% of residents have health insurance, but relatively few households were connected to primary health care. Most households utilize nearby clinics and academic hospitals during emergencies or for immunizations just as the school year begins. To improve health, both mental and





physical, residents must be moved to a preventative health mindset. With an emergency or crisis care approach, when a patient finally sees a physician the health care consequences are much more costly both physically for the patient and financially for the system. A placed based, specialized case management approach, modeled after the “Parish Nurse” concept has been most effective in similarly situated communities. The Parish Nurse concept is based on an understanding that health is a dynamic process which takes into account both the physical and social dimensions of the person and his or her surroundings. The Parish Nurse assists and supports families in a community context and becomes active partners with residents in the delivery of health services.

To work effectively with Northwest One, two Community Nurses will be necessary. The Community Nurses will work directly with First New Community residents to serve as a health educator, health counselor, referral agent, developer of support groups, trainer of volunteers and health advocate. Specific health data in the District of Columbia is very difficult to obtain. To build an accurate and accessible health data base the Community Nurses would first assess individual household health issues. The health data collected would then be linked back to the larger health assessments and health needs data of the Community. The Community Nurses would participate as active members of the community and attend resident meeting to understand the community dynamics and its relation to overall community health.

**Community Health Nurse Outcomes:**

- Outcome 1: Completion of a household health assessment throughout the community
- Outcome 2: 10% increase in the number of expectant mothers utilizing pre-natal care
- Outcome 3: 10% increase in the number of well baby check ups
- Outcome 4: 10% decrease in adult obesity

**5. Senior Programming**

Nearly 20% of the First New Community’s head of household is over the age of 60, that is approximately 200 households. Given that significant segments of this population are unable to work and the remaining are only able to work in limited settings, the program goals are primarily related to improving the quality of life of these seniors and increasing their ability to live independently for as long as possible.

The programmatic goals and activities ordered by service categories include the following:

**Innovations in Elderly Living**

Based on the demographics a senior activities center that would also provide seniors with an opportunity to earn wages and employ their existing skills is needed in the targeted communities. The Mather Lifeways model and its Mather Café is a concept that seems most appropriate for this population. The Mather Café is a restaurant completely operated by senior residents. The facility serves as a neighborhood based eatery which also provides senior services, which include computer classes, financial counseling and exercise classes. The menu is conscious of senior needs, but also caters to the taste of the surrounding community including the work time lunch crowd. Such a facility would provide seniors with an opportunity to socialize, operate a business and connect with the larger community. The Mather Café concept will have the greatest appeal to young seniors, those between ages 55 and 62 and seniors.

**Innovations in Living Outcomes:**

- Outcome 1: Connect senior residents to business and economic development opportunities
- Outcome 2: 50% of senior residents will be trained in basic computing techniques and Internet usage
- Outcome 3: Engage 75% of senior residents to participate in a social activity at the Café

**Intergenerational Programs**

20% of seniors that completed a neighborhood survey responded with an interest in intergenerational activities. An inter-generational program that is linked directly to the schools, children, youth, and to other seniors reduces the isolation that typically plagues many seniors which is what the seniors surveyed seek.

**Intergenerational Program Outcomes:**

- Outcome 1: 20% of seniors serving as Senior Education Mentors
- Outcome 2: Development of a Youth Employment Program to support seniors

**Health and Longevity**

A significant concern for the seniors that completed a neighborhood survey is maintaining their ability to live independently for as long as possible. Many senior residents continue to cook their own meals and do their own shopping, even if those are physically difficult in order to remain independent. A national program that currently does not operate in the District of Columbia is the Program of All-Inclusive Care for the Elderly (PACE), which is a federally funded program that is centered around the belief that it is better for the well being of seniors with chronic care needs and their families to be served in the community whenever possible. The program serves seniors age 55 and older, and seniors must be certified by their state as needing nursing care. Almost all of the services are covered by Medicare and Medicaid.

The PACE program brings the following services directly to seniors in their homes:

- The entire continuum of medical and supportive services to seniors with chronic care needs while maintaining their independence in their homes for as long as possible
- Adult day care that offers; nursing, physical, occupation and recreation therapies; nutrition counseling; social and personal care
- Medical care provided by a PACE physician familiar with the history, needs and preferences of each participant
- All necessary prescription drugs
- Medical specialties such as audiology, dentistry, optometry, podiatry and speech therapy
- Respite and home health care

Given the many innovations of the New Communities Initiative, the District of Columbia would be a prime candidate for a federally funded PACE program. The PACE model provides seniors with the ability to age in place and retain independence. In order to implement the PACE program in the First New Community, a partner organization must be identified. PACE programs have typically been operated by hospitals, nursing homes and academic medical institutions.

Technical can be provided for the design of the infrastructure needed to provide services. The prospective PACE sponsoring organization would need to work with state and federal agencies, internal and external funding sources, community organizations and healthcare providers to assemble an operational PACE program.

**Senior Health Outcomes:**

- Outcome 1: 50% reduction in out of home emergency health care
- Outcome 2: 25% reduction in nutrition related deficiency findings

**6. Community Technology Centers (CTC)**

Community Technology Centers are generally facilities where computers and related communications technologies are available to people who otherwise might have little or no opportunity to use or learn to use these innovations. Individuals of all ages that completed a neighborhood survey marked technology as a beneficial program for the community. In the case of the First New Community Technology Center set in a centrally located and safe site should be linked to: local schools, the health clinic and existing computer labs in Sibley Plaza and other housing complexes. Satellite Technology Centers may be established in other locations.

The centrally located Community Technology Center should be large enough for approximately fifteen technology stations. The Community Technology Center plan design complies with the guidelines set forth by HUD’s CTCNet which serves as a resource for Community Technology Centers.

To begin to build a technology savvy community the central Community Technology Center needs to be operated by a full-time technology instructor. Each Technology Center satellite site will have classes and workshops that may be taught by volunteer educators recruited from local universities, schools and other specialized educational institutions.





Community Technology Outcomes

Outcome 1: Link 75% of adult residents to email

Outcome 2: Increase technology usage by residents by 25%

B. Program Implementation and Oversight – A “Revised” Service Delivery System

To oversee the implementation of the Human Capital Plan for Northwest One, Urban Strategies recommends the creation of a Human Capital Service Consortium consisting of policy makers, philanthropic organizations, local service providers and resident leaders which would be charged to move forward the development of a comprehensive, integrated service delivery system. The service delivery system is defined as the system of commercial, retail, and community and supportive services essential to revitalizing the neighborhood.

Guided by the New Communities Initiative’s general principles, the Consortium would be tasked to:

- Oversee final preparation of the Human Capital Plan and Implementation Strategy
- Develop policy recommendations for the integration of supportive services, community amenities and physical development
- Review gaps and saturations in resources and community assets and services
- Prioritize goals and activities to maximize resource allocation
- Monitor ongoing progress against outcomes

The Consortium members should be policy makers, lead personnel from key public and private stakeholders. The members must have the responsibility and the authority to move the planning forward, drive implementation and bring resource potential to the implementation strategy. The Consortium should be staffed and have a technical assistance team available to support initiatives. Over time the Consortium should transition to staffing by agency personnel.

Innovations in Resourcing Human Capital Plans

Long term, the successful implementation of the HCP outlined is dependent on maintaining the integration of the many services and amenities that the goals and activities in the plan address and finding the funding to support the innovations. Several communities with similar kinds of efforts have found that establishing four policy directions can assist in keeping the integrated approach in place and aid in guiding the transformation efforts. An example of the essential policy directions can be taken from a Missouri effort called Caring Communities. The policy directions, to the Human Capital Consortium and the governmental agencies responsible for implementation are:

- Being accountable for achieving results
- Bringing services closer to where families live and children attend school
- Active community involvement in decisions that affect their well-being
- Using dollars more flexibly and effectively to meet community needs

Evaluation

As with any program, the Human Capital Plan must continually be evaluated to measure success and gauge effectiveness. Community needs evolve and policy changes will continually affect the scope of such a Plan. Proposed initial comprehensive evaluation elements should include:

A. Impact on the lives of residents

Consider the impact of all aspects of the Human Capital Plan and Physical Revitalization on the lives of residents; nature and extent of counseling services and outcomes of service received; an assessment of housing resources received including adequacy, quality and tenant satisfaction.

B. Nature and extent of economic development generated in the community

Evaluate at least two components of economic development. First, the effects of the physical revitalization on the immediate neighborhood, and second, the economic impact on the current residents. Research should be conducted on improvements in neighborhood’s retail activity and investors’ confidence. Residents’ ability to access employment in the community or through employment training and supportive services should also be evaluated.

C. Effects of revitalization on surrounding communities including spillover revitalization activities

Assess the economic development impacts of the revitalization including City income tax revenues generated, property tax changes, property transfer prices, changes in investment property adjacent to the development, building permits issued, and applications for home improvement loans before and after the revitalization of Northwest One.

D. Success at integrating the physical and social aspects of the revitalization and achieving goals of the program

Design a framework to assess project outcomes related to the principles of the revitalization including new urbanism, mixed-income/mixed-finance approach, participation of other stakeholders, etc.

Human Capital Budget (Estimated Over Five Years)

Program Area	Recommended Providers or Partners	NCI Expense	Leverage
Program Implementation	Procurement	\$437,570	\$00.00
Economic Opportunities	Partnership between appropriate city agencies	\$2,160,00	\$325,000
Education & Recreation	DCPS, DC Nationals, Parks and Recreation and DHS	\$1,825,000	\$1,675,000
Safety & Security	Local CDC, Public Safety, Attorney General’s Office and Public Works	\$1,117,570	\$150,000
Physical & Mental Health	Local University Nursing Program	\$500,000	\$500,000
Senior Programming	Partnership between appropriate city agencies	\$900,000	\$3,050,000
Community Based Tech	Partnership between appropriate city agencies	\$750,000	\$00.00
Evaluation	Local university	\$135,000	\$00.00
TOTALS		\$7,825,140	\$5,700,000

